

Shifting the Poverty Paradigm- Moving to Results that Matter

2019 TANF Directors' National Meeting

September 18, 2019

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Washington State Department of
CHILDREN, YOUTH & FAMILIES

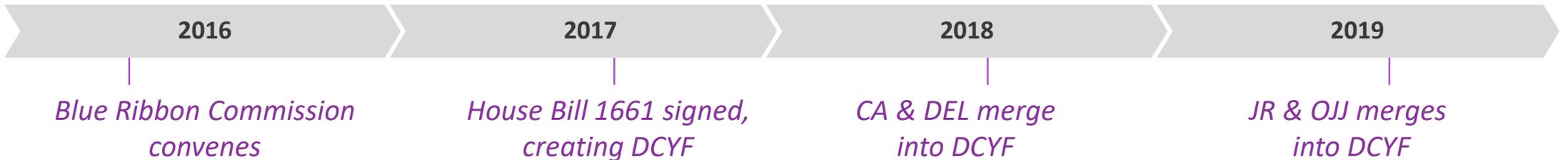


*Developed with support from Third Sector
Capital Partners, Inc.*

Laying the Groundwork for Improving Outcomes for WA Children, Youth & Families

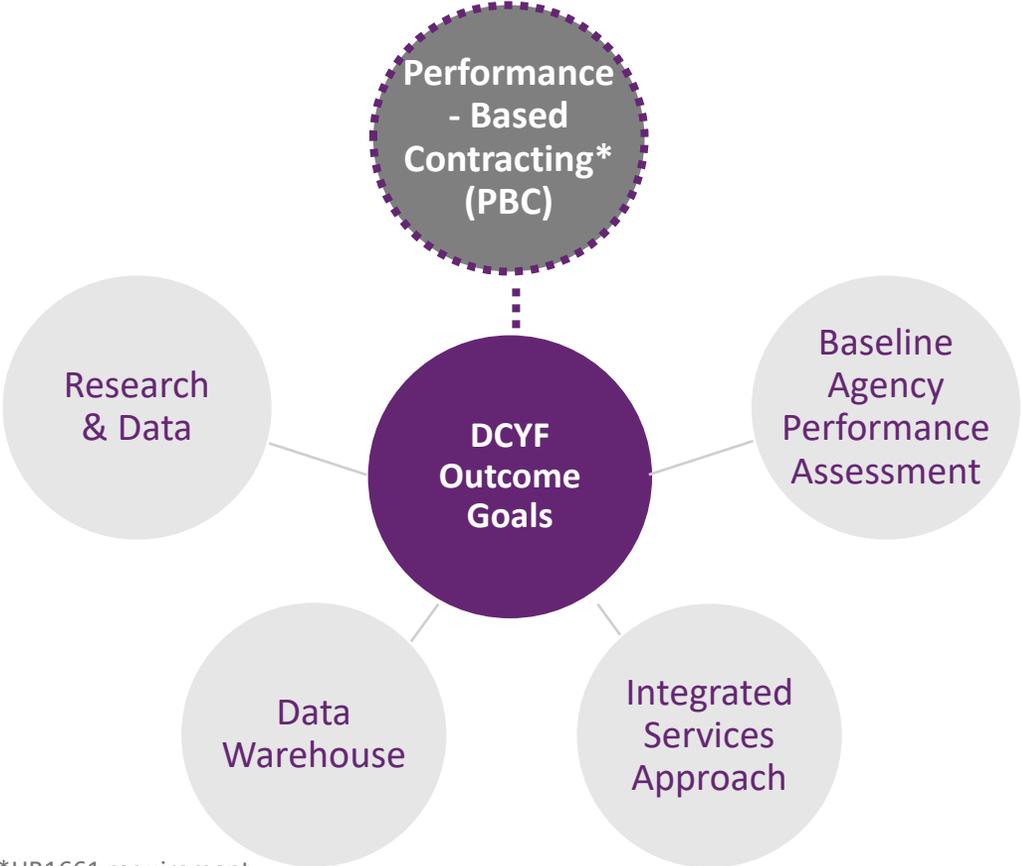


Timeline of Key Events



Aligning Services to Agency Goals

Focus on Contracted Client Services



*HB1661 requirement

Outcome Goals for Children, Youth, and Families

Resilience	1. Children and youth are supported by healthy relationships with adults
	2. Parents and caregivers are supported to meet the needs of children and youth
	3. Families are economically secure
Education	4. Kindergarten readiness
	5. Youth school engagement
	6. High school graduation
Health	7. Healthy birthweight
	8. Child/youth development
	9. Youth Mental/Behavioral Health

DCYF Overarching Goal: Eliminate disparities in each of these outcomes so that race and family income are no longer predictors of child/youth well-being

Performance-Based Contracting Standards

SERVICES

“what services”

Services or products delivered to clients by service providers

Examples:

- Preschool education services
- Reentry job skills training program

QUALITY

“how delivered”

Services delivered in a way that increases the likelihood of positive outcome achievement for all clients

Examples:

- Engagement/timely provision of services
- Referral to additional services based on assessed need
- Service completion

OUTCOMES

“target results”

Result of high quality services being delivered to clients by service providers (short-term and/or intermediate)

Examples:

- Healthy birthweight
- Family engagement & parenting capacity
- Job skills and employment

Long-term Outcomes Goals for Children, Youth, and Families

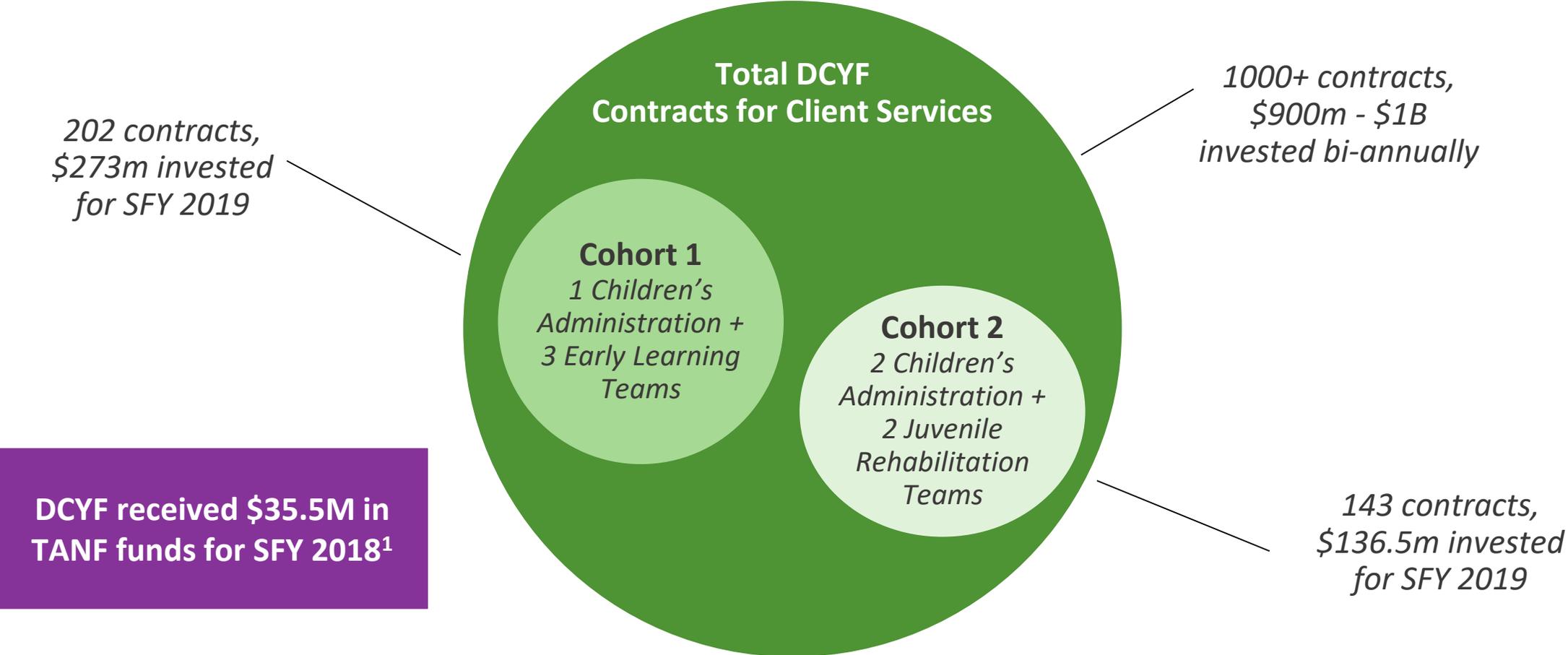


Shift to Outcomes-Oriented Contracting

Approach to Performance-Based Contracting (PBC)



Operationalizing PBC: Year 1 Implementation



1) SFY 2018 TANF funding to DCYF mostly used to support Child Protective Services workers rather than towards contracts for client services. <https://app.leg.wa.gov/committeeschedules/Home/Document/185589>

Operationalizing PBC: *Home Visiting Contracts*

Home Visiting
(former DEL)

Provide **regular home visits from a trained professional** to pregnant mothers or families to improve parent-child relationships, school readiness, and child health. Includes multiple models, such as Nurse Family Partnership (NFP).

\$14M Approx. Contract Value

2,500 Est. Clients Served

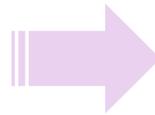
41 FY19 Contracts

Previous Program Administration

Metrics/Data



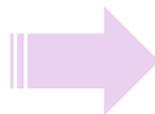
Bonus payments tied to inputs (e.g. enrollment, screening, etc.)



Engagement



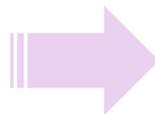
Informational engagement to develop prior incentives



Culture of Improvement



Performance-based contracting distinct from continuous quality improvement



FY20 Adjustments

Risk-adjusted reimbursement incentives tied to healthy birthweight outcome targets, with ***federal funds used for outcome payments.***

New collaborative monthly meetings with providers. Recognition of ***need to give stakeholders information earlier,*** to solicit meaningful feedback.

Deeper integration of performance-based contracting into existing initiatives, ***framing incentives as a means to articulate goals and work towards improvement.***



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Operationalizing PBC: *Lessons Learned For Year 2*

Focus on outcomes to **align on what success looks like** and match services to these goals

Align with existing initiatives to leverage performance improvement efforts

Be cognizant of **unintended consequences** when designing outcomes and incentives

Launch initiatives early, because **change takes time** and requires internal program staff and data analytic capacity

Implement early wins and a transition plan (e.g. Services and Quality components first before focusing on Outcomes)

Emphasize **stakeholder engagement and change management as key elements** to a supportive transition



Ballmer Group partnered with DCYF and Third Sector to help initiate this outcomes-oriented transformation

- How did you build the relationship with the government agency to be aware of the opportunity?
- What made the partnership with DCYF and Third Sector interesting for Ballmer group?
- What is Ballmer's "philanthropic value proposition" for partnering with TANF agencies?
- What is the timeline of the engagement and support? What types of things were a "good fit" for support and what was NOT a good fit for philanthropic support?
- What advice do you have to government administrators who are curious about public-philanthropic partnership opportunities, but don't know any foundations or have never done this before?

